MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2 2018/2019

BHR 3154 LEADERSHIP

(All sections/groups)

15 MARCH, 2019
3.00 PM – 5.00 PM
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of 3 pages with **TWO SECTIONS.**
2. **SECTION A** contains 4 structured questions and **SECTION B** contains 1 Case Study.
3. **Answer ALL questions in Section A and Section B.**
4. Answer both sections in the Answer Booklet provided.

SECTION A: Answer ALL questions.

QUESTION 1

"Leaders walk the talk" and "Leaders lead by example."
These are two, among many statements, made of effective leaders.

Using the framework for understanding leadership, explain the relevance of these two statements.

(15 marks)

QUESTION 2

(a) What does it mean by "diverse" workforce?

(5 marks)

(b) Explain **FIVE (5)** dimensions of cultural values. How does a global leader deal with those dimensions?

(10 marks)

QUESTION 3

(a) How do leaders exert influence? Reinforce your answer by drawing the model of influence. (9 marks)

(b) Describe the **THREE (3)** outcomes as a result of a leader's influence tactics.

(6 marks)

QUESTION 4

(a) Interpret these leadership behaviour-related terms of "initiating structure" and "consideration". (5 marks)

(b) With relation to your answer in (a), should a leader focus on results or people? State your reasons. (10 marks)

Continued...

SECTION B: Read the case and answer all questions. (40 marks)

LET'S GO GREEN[1]

Krishya is the CEO of a regional chain of hospitals and clinics that includes several thousand employees. The medical facilities continue to grow as insurance companies are eager to form partnerships with relatively low-cost suppliers. Krishya has been thinking lately that medical facilities have not been as aggressive as manufacturing companies in pushing for environmental sustainability. In her words, "Medical facilities could be a lot greener than they are. Obviously, we don't throw contaminated bandages and body parts into the river, but we could still do a lot more. I think that we need to get more of our leaders and regular employees thinking green."

The following week, Krishya worked with her administrative assistant, Garpreet, to come up with a list of suggestions that hospital and clinic managers, supervisors and employees could implement to help create a greener environment. Krishya believes strongly that only collective action can create a sustainable environment, meaning that all employees can help make medical facilities more environmentally friendly. She then sent an e-mail to every employee with a work e-mail address making suggestions for creating a greener environment. Krishya also explained that the hospital had established a central budget to help fund some of the green initiatives. Her suggestions for helping the hospitals and clinics contribute to a sustainable environment contained 25 suggestions, including the following six:

- Conserve energy by adjusting air-conditioner thermostats to 24°C in offices
- Encourage patients to conserve on the use of towels because laundering towels consumes so much energy
- Encourage visitors to hospitals and clinics to not waste so much petrol circling around the parking lots to find a spot close to the medical facility. Too much carbon dioxide is spewed into the air because they want to minimise walking.

Continued...

[1] Source: DuBrin, A.J. (2013). Principles of Leadership. 7e. South-Western: Cengage Learning.

- Encourage employees to use of public transportation or car-pooling wherever feasible
- Use mugs instead of Styrofoam and set up bins to recycle aluminium cans and plastic bottles
- Create signs that say "Think Before You Print" and post them near office printers and copy machines. At the same time, include under your e-mail signature a line that encourages people not to print e-mails unless absolutely necessary.

Among the first replies from her mass-distributed e-mail were, "Thanks. If we follow your advice, we will soon be one of the greenest health care chains in the country," and "Nice idea, but our staff is already so overworked I doubt we can work on the environment."

QUESTION 1

How effective is Krishya's leadership in sending an e-mail message to encourage environmental sustainability?

(15 marks)

QUESTION 2

Choose **THREE (3)** other leadership techniques Krishya might use to help prompt the hospitals and clinics towards sustainability.

(15 marks)

QUESTION 3

Help CEO Krishya construct a vision statement to cover her efforts towards sustainability.

(10 marks)

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